

# The NEW MILLENNIUM

*Reinventing Treasury for the 21st Century*



for internal audiences

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## IRS Wins Public Service Excellence Award

On May 1, during Public Service Recognition Week, a "Breakfast of Champions," sponsored by GEICO Insurance Company, was held on Capitol Hill to recognize seven programs (three of which are Federal programs) that have benefited the American public. At the annual Public Service Excellence Awards, sponsored by the Public Employees Roundtable, a nonprofit group committed to promoting civil servants and public service careers, the Internal Revenue Service (IRS) will be one of the three Federal agencies recognized for innovation and excellence. The IRS developed an electronic tax law assistance program that enables taxpayers to query the tax law specialist at IRS via e-mail. The IRS is committed to prompt and accurate responses to questions. This is Government at its best—congratulations to the IRS!

*We are what we repeatedly do.  
Excellence, then, is not an act,  
but a habit.*

*Aristotle*

## A MESSAGE FROM MARGE GILDENHORN, DIRECTOR, OFFICE OF BUSINESS INNOVATIONS

As we enter the 21<sup>st</sup> century, I envision continued movement within the Federal Government to achieve higher levels of customer and employee satisfaction. Incremental improvements have become daily occurrences, and I believe that Federal employees will look for more innovative means to achieve desired results.

My vision for business innovations in Treasury is based upon effective partnerships among the Office of Business Innovations (OBI) (formerly the Office of Treasury Reinvention), the Departmental Offices, and the bureaus. Our bureaus are leaders in customer satisfaction. For example, the IRS partnered with the Idaho Transportation Department to reinvent



the process for filing and paying the Federal Heavy Vehicle Use Tax,  
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the Bureau of Public Debt made it possible for customers to have the purchase price of securities automatically withdrawn electronically from their bank accounts, the Mint partnered with the American Federation of Government Employees to improve manufacturing and shipping operations at the San Francisco Mint, and Customs partnered with the Census to make a change in the processing of Shippers' Export Declaration. Treasury clearly has a unique opportunity to become the Government benchmark for performance excellence through innovative approaches.

In support of Treasury's management mission to build a stronger institution, OBI is adopting the following four strategies for success:

- Initiate change to transform Government services to produce enhanced levels of customer service;
- Partner with Departmental Offices and Treasury bureaus to achieve exemplary levels of employee satisfaction;
- Identify internal and external best practices through benchmarking, organizational analysis, and problem solving to achieve better business results;
- Bring fresh perspectives and innovative solutions to cross-cutting issues.

I invite your ideas for reinvention, re-engineering, and out-of-the-box strategies to improve organizational performance. I also invite change agents desiring to join the OBI Team in helping us help the Department of the Treasury achieve an unprecedented level of performance excellence. (For more information, click on [recruitment](#) at the OBI website [www.treas.gov/obi](http://www.treas.gov/obi).)

## OTR Team XII

June 1999 - May 2000

In June 1999, thirteen people from various Treasury bureaus joined the Office of Treasury Reinvention (OTR), now the Office of Business Innovations (OBI). Detailed for 1 year to provide Bureau-wide perspectives to Treasury-wide reinvention and improvement opportunities, the newly formed team embarked on team building, strategic planning, Y2K, seat management, credit card services, and asset management initiatives. The diversity of experience, talents, expertise, and commitment to change support the OTR mission to "...partner with clients to promote change that leads to desired business results." The OTR team members pictured below are (left to right):



*Back row: Shirley Branch, FMS (recently returned to NPR); Dave Williams, BEP; Eugene Sheskin, USCS; Carman Gannotti, IRS; Marge Gildenhorn, Director, OTR (joined OTR in October 1999); Stephen Zabrenski, OTS; Steve Frank, IRS (recently retired); Veronica Marco, IRS; and Tim Boone, Consultant. Front row: Sheila Ogilvie, OCC; Cheryl Stevenson, BEP; Al DiMatteo, OCC; Joyce Sowa, USSS; Cynthia Glade, ATF; and Tim Pfau, ATF.*

*Look for Team XIII in the next issue.*

## Inquiry, Inc., Workshop

On March 1, employees from the Office of Business Innovations, Treasury Executive Institute, Council for Excellence in Government, Human Resources, Office of Asset Management, Automated Systems, and Office of Procurement attended a workshop entitled "The Power of Questions for Organizational Effectiveness" at the Bureau of Engraving and Printing. The workshop was conducted by Marilee Goldberg, Kathleen Higgins, and Michael Liebman of Inquiry, Inc. This 1-day workshop emphasized that, often, it is how we say or

approach things that usually determines the responses or outcomes we get. Instructors actively involved the attendees, who "brainstormed" different approaches to situations. Attendees were surprised to discover how effective inquiry opened up different avenues to more effectively addressing or problem solving issues. The group agreed to meet again to delve further into program areas of concern and how best to pursue various issues in a positive and useful manner. Participants reinforced what they learned through individual coaching sessions.

# Treasury Launches New Asset Management Initiative

(Proceedings from the September 23, 1999 Asset Management Conference)



Nancy Killifer, Treasury's Assistant Secretary for Management and Chief Financial Officer, delineates Treasury's New Asset Management Initiative.

The Treasury Department has launched a significant new asset management improvement initiative. Nancy Killifer, former Assistant Secretary for Management and Chief Financial Officer, formally kicked off the initiative at the first Treasury Asset Management Conference on September 23.

The new initiative comes with the strong endorsement of Secretary Lawrence Summers and Deputy Secretary Stuart Eizenstat.

At the September 23<sup>rd</sup> Conference, Killifer pointed out that Treasury, in common with other public sector agencies, faces a period of declining resources and rising demands for better and faster services. These trends, as well as demands for more accountability and better performance, will require agencies to search for new and better ways to do business.

She noted that the asset management initiative will mean, among other things, a more disciplined approach to cost analysis, more focus on analyzing trade-offs between potential new initiatives, and the development of better management reporting. The initiative will also demand more consistent lifecycle management of assets across their useful lives and better integration of management specialties within agencies.

Following up on these points, Ted Carter, former Deputy Assistant Secretary for Management Operations and the sponsor of the conference, defined asset management as: "a strategic decision-making process to enhance productivity and provide alternative solutions for more effective utilization of Treasury's assets." In a phrase, he said, asset management was a tool to achieve "better business results" at the agency.

Carter noted that Treasury has a large portfolio of assets under management. Aside from its considerable array of information systems, the Department controls over 15,000 motor vehicles, worth over \$300 million, plus 130 aircraft and 100 boats that are worth over \$500 million. Treasury is the largest civilian user of GSA-rented space and owns a number of facilities outright, with a total of over 590 million square feet in its real property inventory. In addition to a wide array of specialized law enforcement items, the Department also owns 27 printing presses and 38 processing machines worth over \$200 million.

Carter also pointed out that Treasury and its bureaus had already scored a number of successes

in the better business results area. He noted that the IRS, by consolidating its supply warehouses, had saved over \$6 million a year in rent and stood to save over \$68 million more over the next 5 years from operational efficiencies. Recent improvements in Custom's management of its vehicle fleet will save over \$2 million a year and improve exchange/sale returns.

Steve App, Treasury's Deputy Chief Financial Officer, pointed out the connection between improved asset management and overall changes in financial systems within the Department. App summarized the changed requirements in the area of public sector financial reporting. He noted that the "value proposition" for asset management was its potential to bring together performance-oriented information in such areas as lifecycle costing, trend analysis, and best-in-class benchmarking, and combine this information with better financial management practices.

Tony Marano, the Real Estate Vice President for Lucent Technologies described the state of asset management practices in the private sector. As he pointed out, Lucent — a Fortune 50 company — operates in the highly competitive and rapidly changing technology sector. In real estate alone, Lucent manages a global portfolio of almost 60 million square feet.

Lucent's asset management goals are straight forward: to optimize the portfolio, reduce costs, and leverage procurement and service quality in order to achieve maximum profitability. The company has an equally straight forward set of performance metrics to measure its progress, including the maintenance of best-in-class gross margins at about

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Editor: Cindy Glade  
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Layout: Nancy ElDieahy  
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Contributors: Michael L. Donahue  
ATF  
Marge Gildenhorn  
OBI  
Cindy Glade  
ATF/OBI  
Malinda Johnson  
IRS/PIE  
Robert Miller  
DAS(MO)'s Office  
Shien Perng  
USCS  
Deborah K. Rockwell  
BEP

We welcome your reinvention  
stories

Contact us at:  
(202) 927-5907  
(202) 927-5910 fax  
<http://www.treas.gov/obi>  
[cynthia.glade@do.treas.gov](mailto:cynthia.glade@do.treas.gov)



## Asset Management Initiative continued from page 3

43 percent, continuing its policy of investing about 11 percent of revenues in research and development, and doubling return on its asset base from 5 percent to 10 percent. To achieve these goals, the company has focused on several key asset management initiatives.

- Putting in place strategic supplier contracts
- Developing geographical master plans focused on space utilization and future needs
- Establishing enterprise-wide space utilization standards
- Developing a process to reduce moves and “churn”
- Developing commercial analogues for cost and operating practices, and then reviewing sites against these benchmarks
- Leveraging procurement by establishing national and regional contracts with quality incentives
- Using the internet to reduce processing costs and improve efficiency

As a result of these initiatives, Lucent's ratio of square feet of property to headcount has dropped from 466 sq. ft./person at the end of 1995 to 367 sq. ft./person now, and its expense to revenue percentage has plunged from 5.7 percent in 1995 to 2.56 percent now.

Marano closed by discussing both the keys to success in this kind of effort and the main barriers to change. Success, he said, depends on a number of critical factors: senior management buy-in, the development of standardized policies and procedures, financial accountability, the adaptation of clear operating models, the presence of understandable performance measures, alignment between the needs of pro-

viders and customers, adequate employee training, an appropriate strategy for managing suppliers, and finally, a focus on customer satisfaction.

By contrast, an asset management approach could founder if it lacked committed leadership, could not overcome the opposition of vested interests, and did not offer adequate training and preparation.

Madeleine Bloom, the Director of the Office of Asset Management at the Federal Highway Administration, followed Marano and described the development of asset management principles in her agency. She pointed out that “what makes asset management a unique concept today is the move to merge... disparate, single-asset management systems into a single integrated management approach. Asset management emphasizes the entire system and incorporates a multiyear perspective... Essentially, asset management is the means to relate investment to the performance of the... system.”

Bob Harper, former Treasury Director of Real and Personal Property Management, ended the presentations by describing some of the implementation challenges facing the Department. Harper stated that creating a “world-class” asset management program involved several simultaneous issues:

- Improving the professional qualifications, career paths and training of the asset management workforce
- Better information management, with information treated as a corporate asset and combined bureau/Departmental data
- Improving the underlying information technology and melding data more effectively with other administrative systems
- Using the results for better, systematic decision

*DAS(MO) Ted Carter explains how asset management is a tool for achieving better business results at Treasury.*

*(below) Ted Carter and Nancy Killefer listen to other Asset Management Conference speakers.*

*Steve App, Treasury's Deputy Chief Financial Officer, points out the connection between improved asset management and changes in Treasury's financial systems.*



making, and

- Integrating the results with the agency's budget process.

He noted that Treasury's processes needed change, but that the climate was ripe for reform. He ended by challenging the Department's managers to join in this effort. For its part, Treasury created an Asset Management Council as a coordinating body to advance the initiative, and will sponsor periodic asset management conferences to maintain dialogue and assess the state of the program.

## Bureau of Alcohol, Tobacco and Firearms Establishes Fire Research Laboratory

The U. S. Congress directed the Bureau of Alcohol, Tobacco and Firearms (ATF) to establish a Fire Research Laboratory (FRL) dedicated to advancing the science of fire investigation. In the fall of 1997, an *International Conference on Fire Research for Fire Investigation* was convened under the direction of Patrick R. Schambach, ATF Assistant Director, Office of Science and Technology, with the assistance of the University of Maryland's Department of Fire Protection Engineering, the National Institute of Standards and Technology (NIST) Building and Fire Research Laboratory (BFRL), and Hughes Associates, Inc., a private fire protection engineering consulting firm based in Baltimore, Maryland.

The conference was attended by approximately 70 leading authorities from the fields of fire research, investigation, and education from the United States and five foreign countries for the following purposes:

- To assess the current state of the art of fire investigation and its use of scientific principles and methodologies,
- To identify fire investigation needs for research and education,

## U.S. Customs Develops a Trade Compliance Risk Management Process

U.S. Customs, like other Federal agencies, is searching for ways to accomplish its mission while utilizing existing resources (doing more with less). Customs had to decide if it was going to perform limited reviews on 100 percent of imports or perform extensive, thorough reviews on a much smaller percentage of imports. They decided to focus on what presented the greatest risk of loss to the Government and the public. Since many importers have a record of complying with import laws and do not present a risk that justifies a significant allocation of resources, Customs performed risk analyses/assessments to determine who and what would merit attention. This involves four steps—collect data and information, analyze and assess risk, prescribe action, and track and report. Customs knew that the majority of imports entering the United States were compliant (81 percent in 1997), and it also knew the compliance rate for various industries, specific commodities, and certain importers. Customs analyzed the historical data and trends and applied definitions of **significance** and **materiality**. This allowed Customs to narrow its focus on two areas with the greatest

potential risk. Customs also developed a set of sophisticated automated tools—the Customs Automated Port Profile System (CAPPS), the Trend Analysis and Analytical Selectivity Program (TAP), and the Account Activity Tool (AAT). Once a potential risk is identified and analyzed, an action plan is developed and necessary resources are dedicated. The primary components of this step are informed compliance and enforced compliance. Results are tracked and fed back into the Risk Management Process, which is critical to identifying and eliminating future risks. Enforcement Evaluation Teams (EETs), the Strategic Planning Board (SPB), and account managers assign responsibility for all actions. The EETs and the SPB meet regularly to track the progress, and Compliance Assessment Teams (CATs) conduct follow-up verifications with companies to ensure compliance improvement plans were implemented. Since risk is never absolutely known and because the risk can change, results and experience are fed back into the process to narrow the knowledge gap and better predict future risks.

- To recommend the role that the FRL should play in advancing fire investigation and research, and
- To recommend capabilities and staffing for the FRL to successfully accomplish its mission.

The initial concept of an FRL evolved out of a demonstrated need by ATF certified fire investigators (CFIs) to assist them in the process of fire scene reconstruction to identify scientific-based theories for fire ignition and development. The FRL will undertake research, education, and case support for fire investigation and analysis on behalf of ATF CFIs, prosecutors, and the fire investigation community at large. The new laboratory's technical planning and development is a partnership among the Factory Mutual Research Corporation (FMRC), the University of Maryland's Department of Fire Protection Engineering, and NIST's BFRL.

The FRL will join two existing laboratories that will occupy ATF's new National Laboratory Center (NLC) complex to be built on a 35-acre site in Beltsville, Maryland. The official ground-breaking ceremony was held on December 8, 1999, and this new facility is scheduled to be operational in the fall of 2001. It will

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house the ATF Alcohol and Tobacco Laboratory (ATL), the Forensic Science Laboratory (FSL), and the new FRL. The FRL will occupy approximately 50,000 gross square feet of the new facility and will be operated by the ATF Laboratory Services Division, Office of Science and Technology. A number of scientists with disciplines in fire protection engineering; mechanical, chemical, and electrical engineering; materials engineering; and metallurgy will staff the facility.

The FRL represents a unique and innovative international partnership among law enforcement, fire services, public safety agencies, academia, and the private sector that will use the most advanced scientific, technical, educational, and training methods to make ATF and its partners leaders in fire investigation science. The scope of work of this new Federal facility will include the following:

- Scientific research directed at the determination of fire origin and cause, fire growth and spread, and other fire phenomena that validate fire scene indicators and improve fire evidence analysis.
- Case support for ATF fire investigations and the conviction of arsonists.
- Development of improved investigation and prosecutorial procedures that are based on scientifically validated methods that integrate the assets of ATF and its partners to enhance fire investigation personnel knowledge and expertise.
- Establishment of a central repository of fire investigation test data that will be accessible to the fire investigation community to improve public safety.
- Other fire cause and fire scene reconstruction research to advance the science of fire investigation.
- Development of an internationally recognized research and education center for the advancement of knowledge, technology transfer, and case support related to fire cause investigation and fire scene reconstruction.

Fire investigation testing and training will be conducted for ATF CFIs and other public safety organizations. The laboratory will provide a controlled environment where fire investigation theories can be evaluated and fire cause determination scenarios can be reconstructed and tested on a large scale. FRL staff will be able to conduct demonstrations of fire phenomena for training purposes and research in fire behavior as it relates to fire origin and cause determination. The FRL staff will also provide training that will produce a cadre of accredited CFIs.

The FRL will provide fire scientists, engineers, and researchers with the capability to perform a wide range of standard and unique tests. These potential tests range from small-scale fires (trash can fires) to very large fires (full room burn outs). The full-scale fire test

laboratories are the most important features of the facility. The primary equipment used in these laboratories will be hood/exhaust systems that facilitate the measurement of heat release rates (HRR) of burning materials.

The FRL will have several large test bays (cells) where test fires will be conducted. The largest fire test cell will be approximately 130' x 130' x 55' high, and will have the versatility to accommodate multiple room scenarios, vehicle burns, and two-story structure burns. The test cell's calorimetry hood is approximately the size of a basketball court, and it will have the greatest heat measurement capability in the world. This capability will provide ATF the versatility that it needs to reconstruct and test key aspects of most of the fire scenarios encountered by fire investigators in the field.

In addition to the large test bays, the laboratory will have re-configurable small-scale test areas and bench-scale test equipment necessary to predict large-scale fire behavior prior to actual large-scale fire tests being conducted. Additional support space in the FRL will include the following:

- An electrical testing laboratory space.
- A state-of-the-art fire control test center and fire safety suppression system with associated air and water pollution treatment facilities on site.
- Observation space for visitors and observers.
- An on-site classroom/training space for approximately 50 persons.
- Support spaces that include shop areas, showers, material conditioning rooms, construction/test materials storage, and evidence storage areas.

The FRL will disseminate the knowledge derived from this research through scholarly publication in scientific and investigation literature and through training and education programs. The FRL will serve as a central repository of scientific information related to fire incident investigation, analysis, and reconstruction research.

At the present time, there are no fire research facilities in the United States, or elsewhere, dedicated to the specific needs of the fire investigation community. The FRL will provide the opportunity and facilities to work on the following fire investigation issues:

- Fire scene reconstruction.
- Validation of fire pattern analysis indicators: residues, marks, and fire indicators.
- Ignition studies.

The FRL will be an active participant in the worldwide community of fire research laboratories and will serve as an international model in the training of personnel, developing of research and testing protocols, and fostering technical partnerships that will help ATF maintain credibility in the broader fire research and testing community.



## DAS(MO) Ted Carter Holds Town Hall Meeting/Awards Ceremony

On February 29, former Deputy Assistant Secretary for Management Operations (DAS(MO)) Ted Carter held a town hall meeting/awards ceremony for all DAS(MO) employees. Acting Assistant Secretary for Management and Chief Financial Officer Lisa G. Ross could not attend, but she sent a memorandum to the DAS(MO) employees, thanking them for their accomplishments during the past year. After welcoming everyone, DAS(MO) Carter talked of the organization's future direction. Next, each of the directors provided a year in review and future plans for their respective offices. Awards were then handed out by DAS(MO) Carter, beginning with Kevin Boshears, Director, Office of Small Business Development, who was selected as Manager of the Year. Co-Employee of the Year went to John Nash and Garland Green. Team of the Year went to Jeff Barnhart, Ron Bearse, Norman Foote, Ernie Gaddy, Fred Hoppel, Ray LaVan, Jr., Robert Miller, Dave Rossborough, Francis School, and Alesia Taylor-Boyd who all worked tirelessly on Y2K. Louis Masciocchi, Robert Miller, Elizabeth D. Rhodes, and Gina Sullivan were each given individual awards for their work. Team awards went to the Asset Management Team (Joe Bocci, Garland Green, Brenda Hemphill, Jolita Moton, and Steve Sosson), the Office of Small Business Development Team (Mary Ellen Dorsey, Jody Falvey, Renee Fitzgerald, Brenda Kelly, and Dan Sturdivant), and the Office of Treasury Reinvention (now the Office of Business Innovations) Team (Shirley Branch, Robert DeCuir, Al DiMatteo, Steve Frank, Carman Gannotti, Marge Gildenhorn, Cynthia Glade, Jewel Lucas, Veronica Marco, Sheila Ogilvie, Timothy Pfau, Eugene Sheskin, Joyce Sowa, Richard Steffe, Cheryl Stevenson, David Williams, and Stephen Zabrenski. Civilian Service Awards were presented to Jeff Barnhart (5 years), Ron Bearse (15 years), Kevin Whitfield (15 years), Joe Bocci (20 years), Mary Ellen Dorsey (20 years), Jolita Moton (20 years), Robert Miller (20 years), Alice Abiera (25 years), Armenda G. Daye (25 years), Shirley Jones (25 years), Annelie Kuhn (25 years), Bill McGovern (25 years), Robert McMenamin (25 years), John W. Mooney (25 years), Barbara R. Morrisette (25 years), Elizabeth Rhodes (25 years), Joyce Sowa (25 years), Ernest C. Gaddy, Jr. (30 years), Garland Green (30 years), Martha R. Lanigan (30 years), Brian Gaines (35 years), and Brenda Hemphill (35 years). The ceremony was the last official function to take place in the Treasury Cash Room until renovations are completed.

*The OSBD Team gets an award for its contributions to small business development.*



*Lou Masciocchi receives an individual award in recognition of his outstanding contributions to the Office of Procurement.*



*OBI's Team XII receives an award for its work on Asset Management, A-76, Balanced Scorecard, and other projects.*



*Gina Sullivan, Personnel Security Branch, receives an individual award for her efforts on behalf of her branch.*



*Ted Carter presents the Co-Employee of the Year Award to John Nash and Garland Green for their work on Y2K.*



*Ted Carter presents the Manager of the Year Award to Kevin Boshears, Director, Office of Small Business Development.*

*The Asset Management Team gets an award in recognition of its efforts in transforming a property management operation into an asset management organization. Pictured are Garland Green, Brenda Hemphill, Steve Sosson, Bill McGovern (former Acting Director, Office of Real and Personal Property), and Ted Carter. Not pictured are Joe Bocci and Jolita Moton.*

*Ted Carter presents the Team of the Year Award in recognition of outstanding team accomplishments and support of Treasury's Y2K efforts. Front row: Ron Bearse, Alesia Taylor-Boyd, Norman Foote, and Ted Carter. Back Row: John Nash, Ray La Van, Jr., Ernie Gaddy, and Fred Hoppel. Not pictured: Jeff Barnhart, Garland Green, Robert Miller, Dave Rossborough, and Francis School.*



## BEP Saves \$5 Million

New presses are up and running at the Bureau of Engraving and Printing (BEP), and they are making currency notes even faster than they did last year when BEP produced over 9 billion notes! Quite an amazing feat! How did they do that, and why all the hurry?

In July 1998, the Board of Governors of the Federal Reserve System notified the BEP of their decision to increase Fiscal Year 1999 currency production from 9 to 11.4 billion notes. This decision was made in anticipation of the likelihood that consumers all over the world might desire to hold extra cash at the turn of the century—just to be safe in case the forecasted Y2K computer glitches occurred.

Always ready to meet the demands of the Federal Reserve, the BEP quickly realized that existing printing capacity at BEP was totally consumed by operations that already ran on a 24-hour, 6-day production schedule at both of BEP's facilities in Washington, DC, and Fort Worth, Texas. The best solution was to install additional printing equipment and high speed presses with a productivity rate 25 percent greater than that of existing presses and a production spoilage rate of only 3 percent versus 6 percent for the old presses at one of BEP's facilities. This presented quite a dilemma, considering that BEP had just 8 months to locate a viable place for the installation of the presses, as well as prepare the installation site. And, that's not all! Once the machinery was delivered and installed, press start-up and tuning had to take place before full production could begin.

And, what about the costs involved, and how long would it take? Original estimates indicated that this project could take 12 to 18 months at a cost of approximately \$12 million! Well, needless to say, the time-period estimate was not feasible if BEP was to successfully meet the Fiscal Year 1999 currency demand. The challenge was to accomplish the goal in a timeframe much shorter than the original estimate and to do it at a much lower cost. Well, BEP picked up the gauntlet and ran with it!

And, run with it they did! After developing an aggressive schedule, this project was success-



fully completed—primarily by BEP personnel—with the Bureau acceptance tests being held on the two new presses, one on April 5, 1999, and the other May 3, 1999. Although the presses were ready for production immediately after the acceptance tests were completed, a rigorous, hands on training program was implemented for printers and maintenance personnel until June 8, 1999, when the presses were placed into full production. This task was completed at a cost of approximately \$7.5 million. **THAT'S A SAVINGS OF ALMOST \$5 MILLION!**

To just say that the project was accomplished does not do justice to the BEP and its employees. This was a many-faceted project that took total commitment, dedication, and teamwork by a wide variety of personnel in many vocations—craftsmen, engineers, and managers to name just a few. For example, to install the foundations for the presses, a huge amount of concrete had to be poured and finished in an extremely short period of time. To accomplish this task, all craftsmen in the carpentry, paint, and masonry shop became a team of concrete finishers when the multiple concrete pours were made. Our hats are off to the many dedicated BEP employees who worked so diligently to accomplish this project! Congratulations!